

# Business Process Management and Improvement for Government Conference

March 30, 2004



*Arming the Warfighter  
Through Business Improvement*

<http://www.dod.mil/comptroller/bmmp>



# What is Business Management Modernization?

- **Business Management Modernization Program (BMMP) is a DoD-wide initiative to:**
  - Transform business processes, while
  - Standardizing and integrating information systems using common, net-centric processes and portfolio management;
  - Expend fewer resources on business processes and systems;
  - Ensure that men and woman in uniform have the business information they need when they need it; and
  - Inform Congress and the public, with confidence, of where we spend resources within the Department of Defense.

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# BMMP Mission and Strategy

## Mission

**Support the Warfighter with world-class business operations**

## Strategy

**BMMP will lead DoD's transformation of its business processes by:**

- Establishing Governance
- Developing and maintaining the Business Enterprise Architecture
- Driving Domain Business Process Re-engineering
- Implementing Portfolio Management and Performing System Assessments
- Utilizing the Global Information Grid Enterprise Information Environment
- Aligning business solutions with DoD strategies
- Measuring DoD performance improvement against IT investment

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# Path to Transition

The Business Enterprise Architecture achieves practical value in leading DoD business transformation by driving:

- Investment Decisions
  - Business Process Re-engineering Opportunities
  - Acquisition Programs
  - Legacy remediation
  - Alignment of proof of concept initiatives with the BEA
- Removal of barriers for Business Transformation and Improvement
  - Legislative Changes
  - Policy Changes

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## Business Domains (Process Stewards):

- USD (Acquisition, Technology and Logistics):
  1. Acquisition
  2. Installations & Environment
  3. Logistics
- USD (Personnel and Readiness):
  4. Human Resources Management
- USD (Comptroller) / Chief Financial Officer:
  5. Accounting & Finance
  6. Strategic Planning & Budgeting

## DoD Mission Area:

ASD (Command, Control, Communications, and Intelligence) / Chief Information Officer:

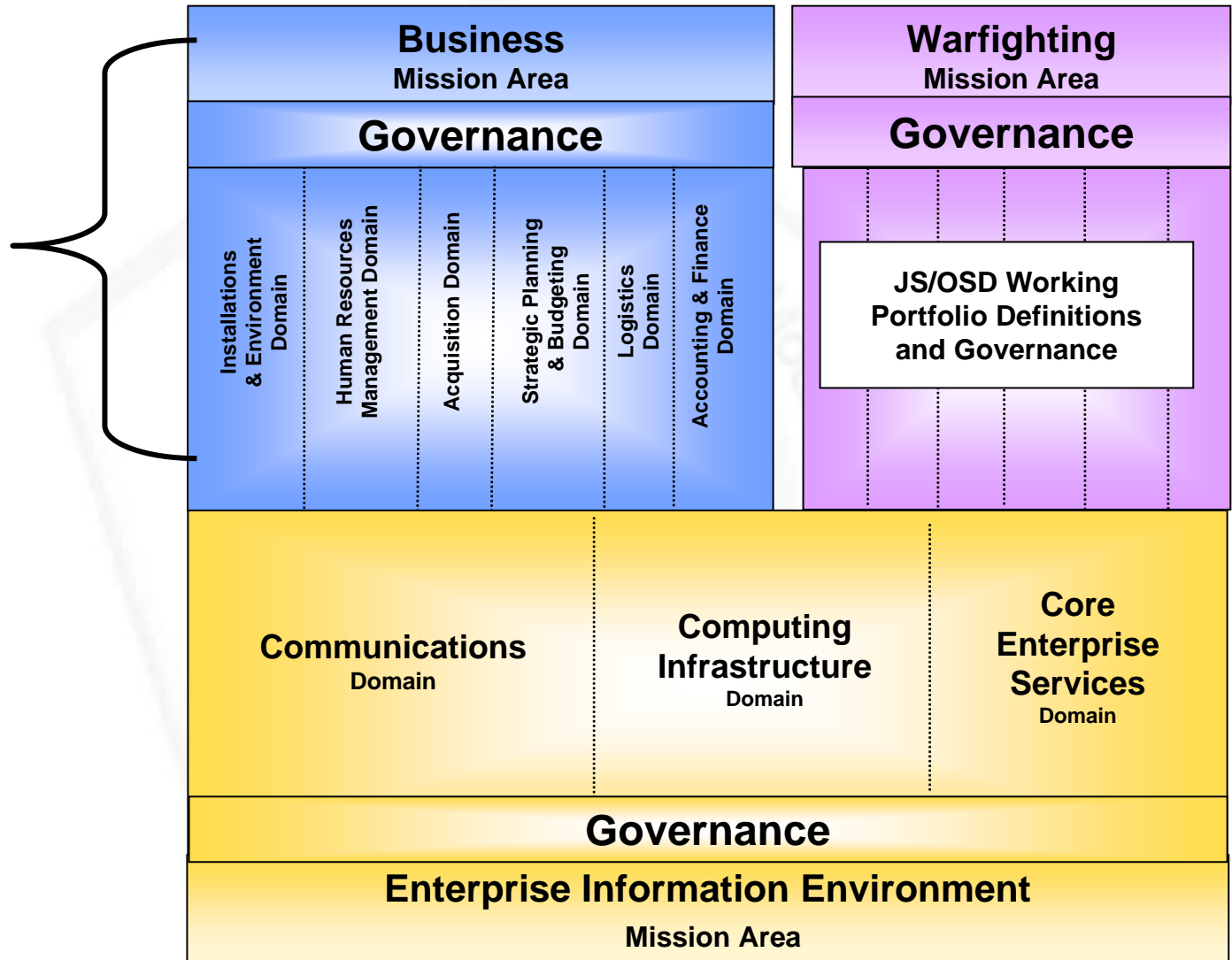
- Enterprise Information Environment (EIE)

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# Global Information Grid (GIG)

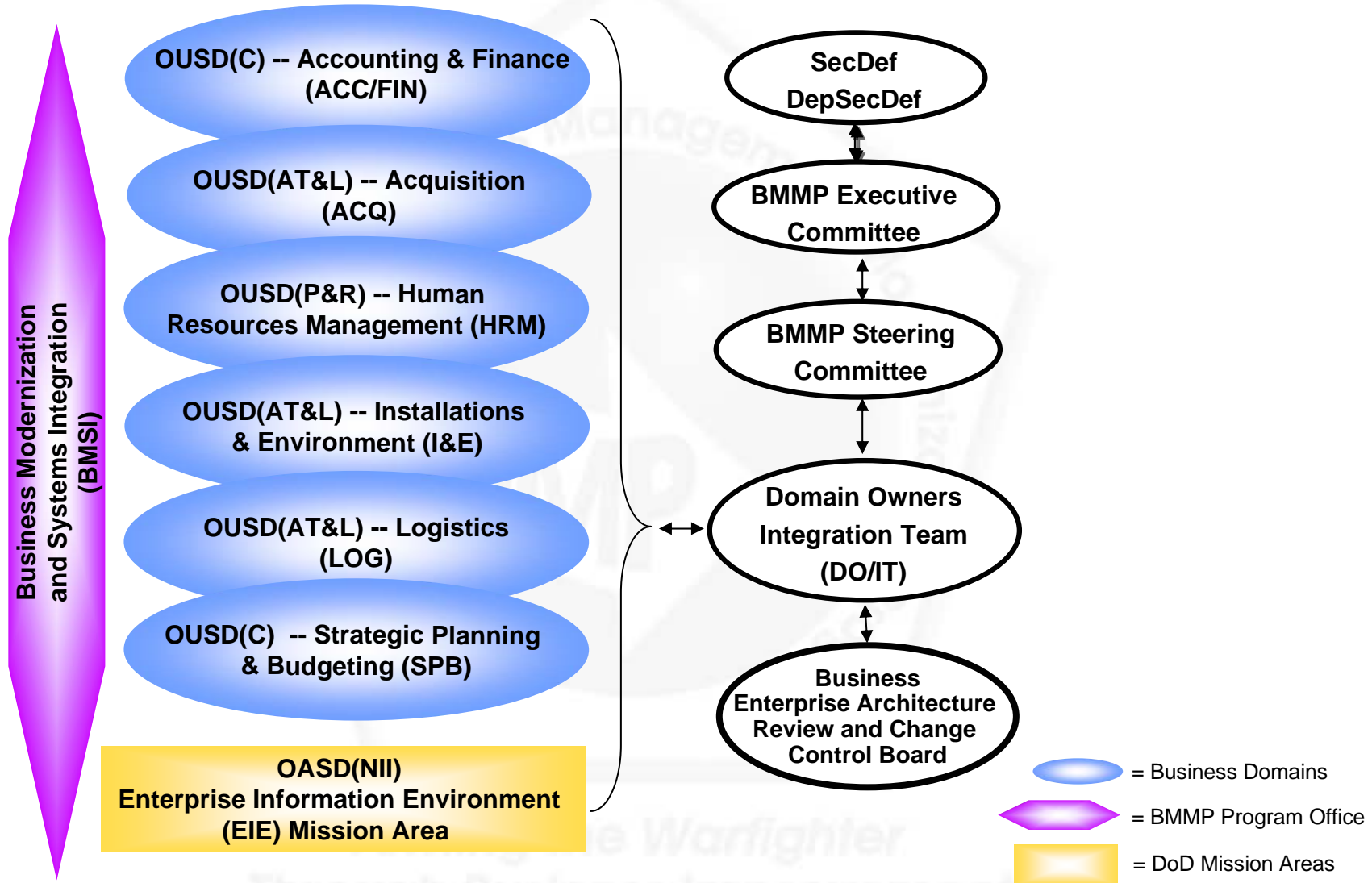
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# BMMP Governance Structure





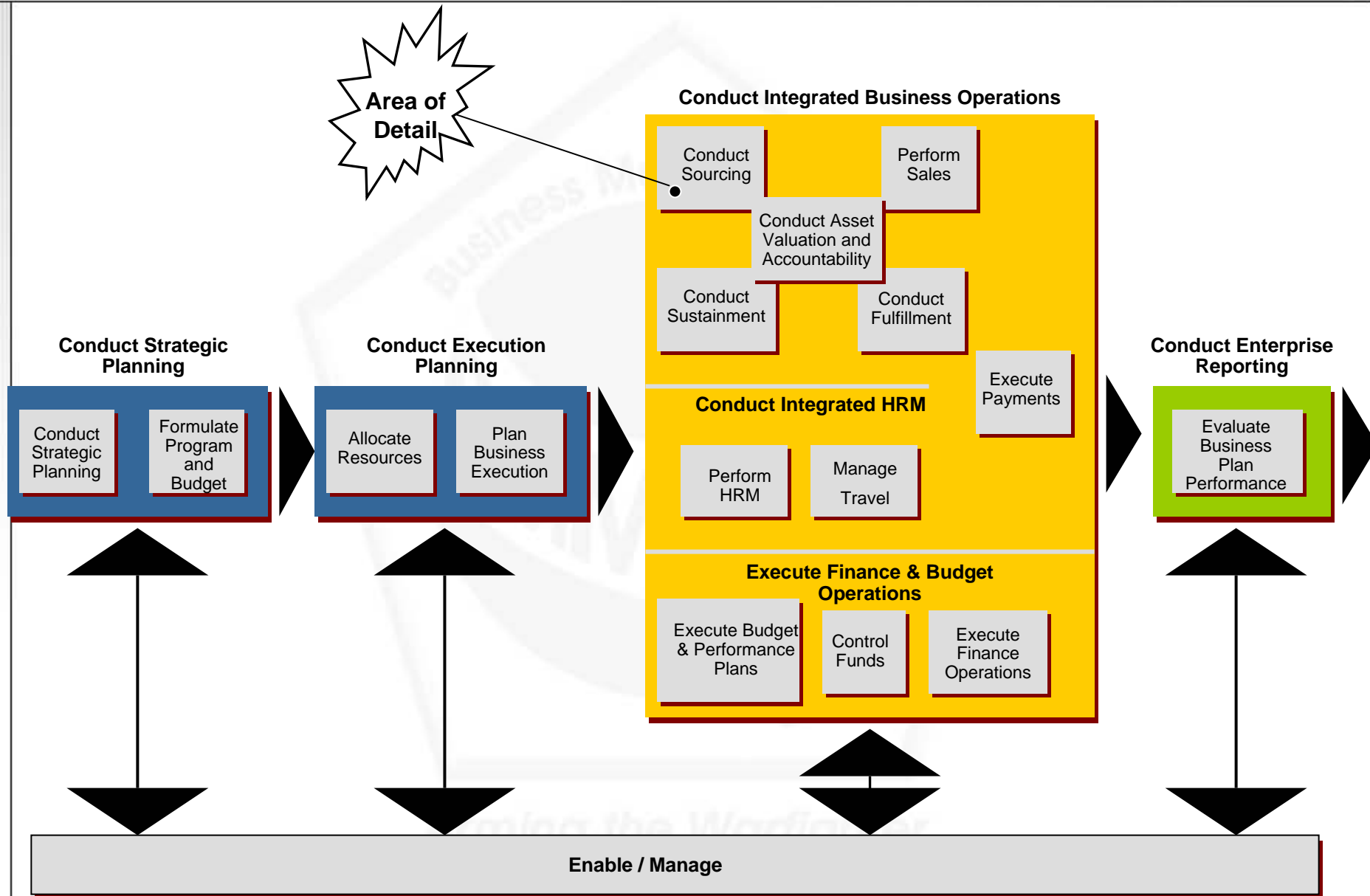
# Business Enterprise Architecture (BEA)

GOALS	BEA provides one DoD Reference Business Process Model that ensures:
1. Enable Interoperability throughout DoD	<ul style="list-style-type: none"><li>▪ Single interpretation of requirements:<ul style="list-style-type: none"><li>✓ Standard rules and policies</li><li>✓ Standard rules and policies are embedded into operational processes</li><li>✓ Business transaction and event standards are explicitly embedded into operations information exchanges</li><li>✓ Consistent and unique Data Model and Dictionary</li></ul></li></ul>
2. Operational Process Excellence	<ul style="list-style-type: none"><li>• One DoD Business Enterprise Architecture Reference Business Process Model that provides the foundation to enable end-to-end operational excellence</li><li>• Embed DoD's Net-Centric Enterprise Services in Business Enterprise Architecture</li><li>• Provide link to Federal Enterprise Architecture</li></ul>
3. Enhanced Portfolio Management Support	<ul style="list-style-type: none"><li>▪ Transition Planning based on Business Enterprise Architecture to achieve capabilities based on target processes</li><li>▪ Relevant "As Is" analysis</li></ul>



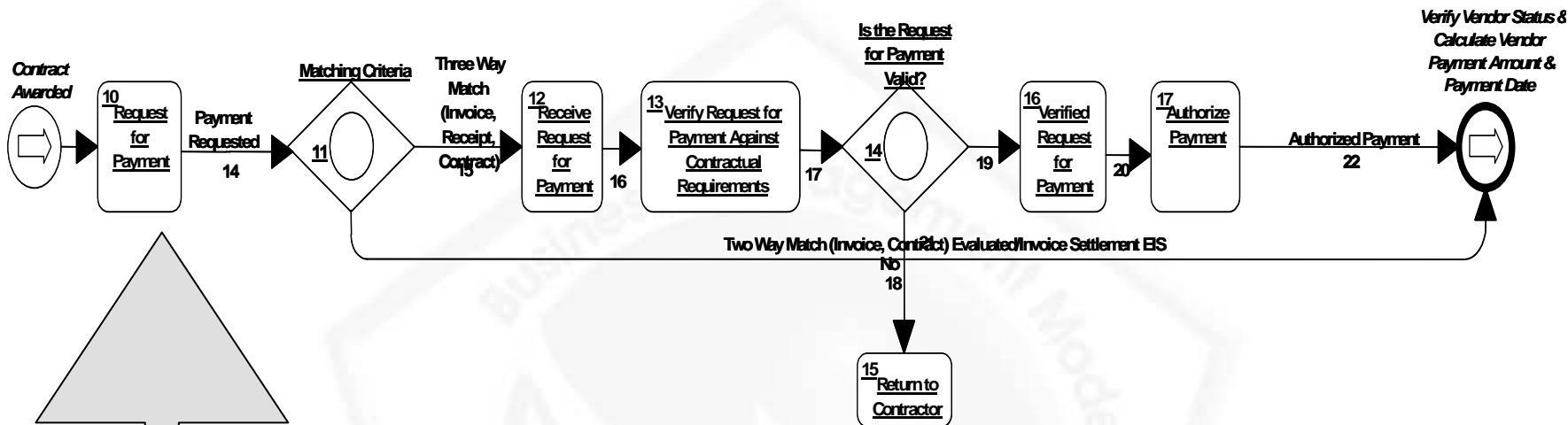


# Business Process Framework (high-level)



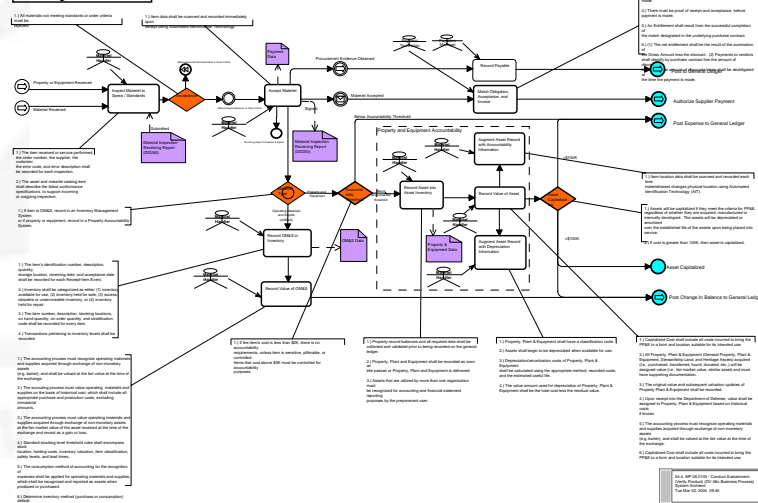


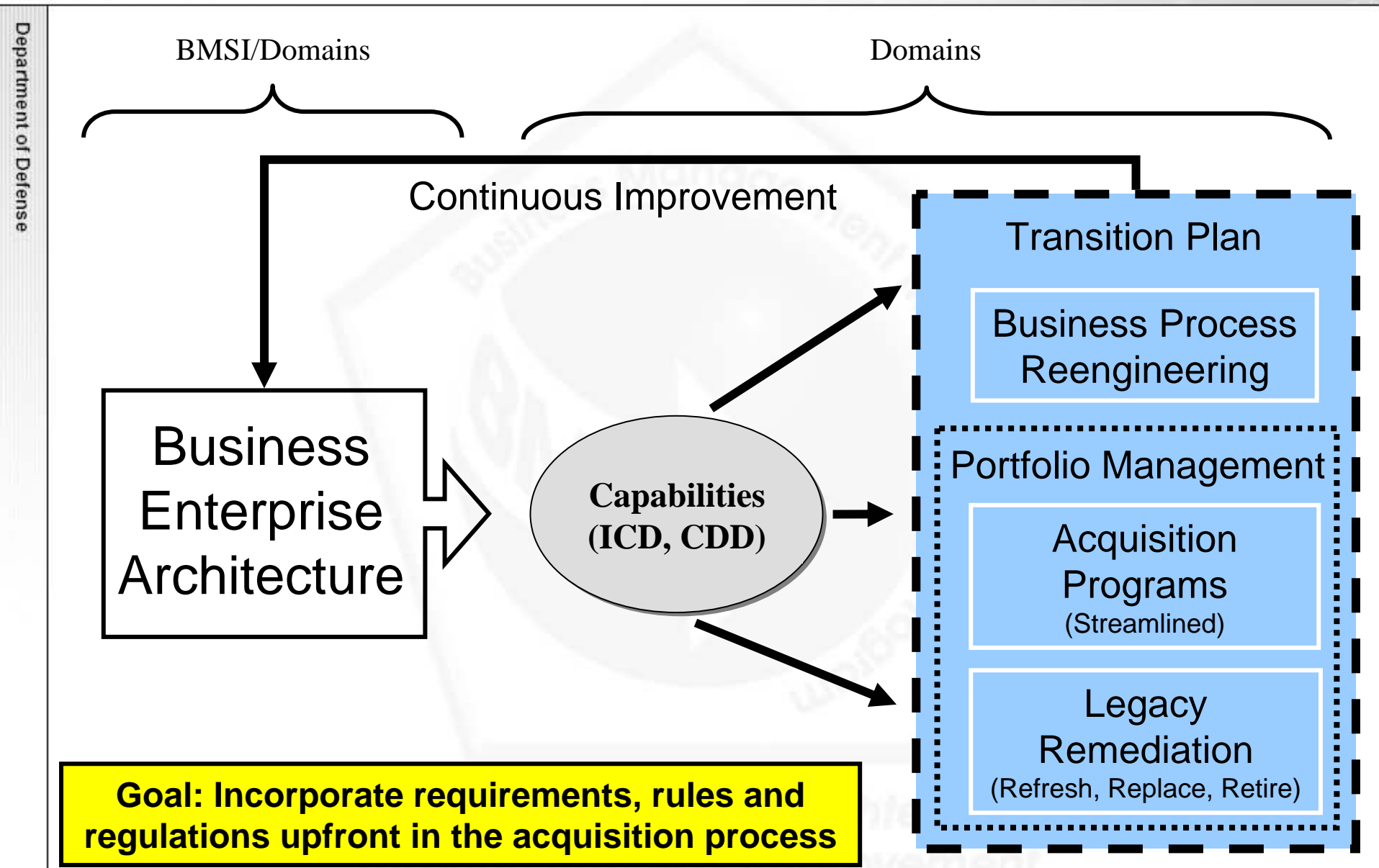
# Process Detail and Elaboration



Notional  
Process Flow

## Verify Product - Process Detail and Elaboration







# Focus Areas

## *Incremental Approach with Emphasis on Continuous Improvement*

### **Increment 1:**

- Focused on Unqualified Audit Opinion
- Address material weaknesses and related processes to result in financial statements enabling an Unqualified Audit Opinion and Asset Accountability
- Support of Domain Business Process Reengineering coverage in Acquisition, Human Resources Management, Logistics, Strategic Planning & Budgeting, and Technical Infrastructure Improvements

### **Increment 2 (Draft):**

- Reduce acquisition cycle time DoD wide
  - Align acquisition cycle time with Government & Industry best practice benchmarks
- Streamline the planning, programming, budgeting and execution process

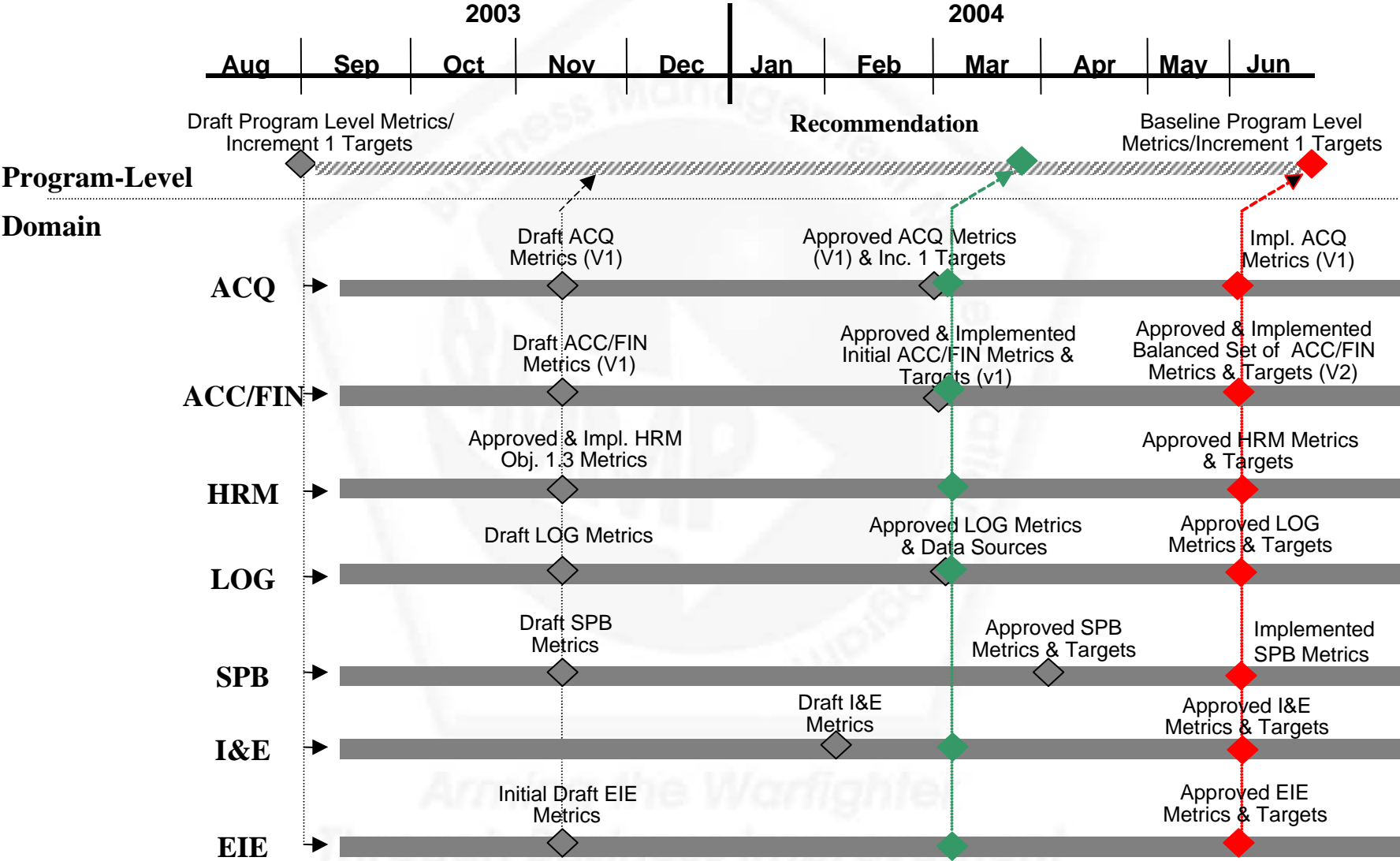
### **Increment 3 (Draft):**

- Increase visibility of assets DoD wide
- Enable effective management of DoD human resources leveraging Government and Industry best practice benchmarks

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# Metrics Schedule (as of 2/10/04)





# Summary of Accomplishments

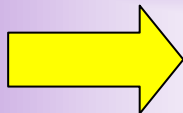
- **Implemented governance structure**
- **Initiated process for defining BMMP Performance Measures**
- **Published DoD Business Enterprise Architecture v1.0 4/30/03 and v2.0 on 2/27/04**
  - Initiated a Transition Plan
  - Completed the Reference Business Process Model (RBPM) on February 27, 2004
  - Drafted an Architecture Test Strategy for Modeling and Simulation
  - Determined end-to-end processes to control investment
- **Integrated ongoing BPR for LOG and HRM Domains**
- **Initiated Business Process Reengineering for:**
  - Acquisition Domain
  - Installations and Environment Domain
  - Strategic Planning and Budget Domain
  - Accounting and Finance Domain
- **Initiated Portfolio Management**
  - Baseline inventory of systems and assigned to Portfolio



## Next Steps

- Incorporate and extend DoD NCES throughout business areas
- Map BEA to Federal Enterprise Architecture (FEA)
- By July 2004
  - Integrate DoD business processes
  - Incorporate Increment One-relevant requirements and transactions into processes
  - Focus on processes related to DoD material weaknesses
  - Focus on requirements, transactions, and data relevant to Unqualified Audit Opinion and Asset Accountability
- By October 2004, fully update all architecture artifacts to reflect end-to-end perspective
- First release of next increment by April 2005

**BMMP Goal**



- *More \$\$\$ for the Warfighter*
- *Optimal Warfighter Support*
- *Increased return on Taxpayer investment*





<http://www.defenselink.mil/comptroller/bmmp/>

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March 11th 2004  
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*"However, make no mistake -- we will win this global war on terror. To do so, we're going to need to continue to transform our department, making our forces lighter, more agile. We're going to have to continue to try to create a culture that rewards unconventional thinking and thoughtful risk-taking."*

*Secretary of Defense  
Donald Rumsfeld*

Welcome to the Business Management Modernization Program (BMMP). BMMP represents an unprecedented effort to integrate financial management and business operations into a joint Defense Department business enterprise. We strive to support our warfighters with world-class business operations. Through business transformation we will:

- Expend fewer resources on business processes and systems
- Ensure that men and woman in uniform have the business information they need when they need it
- Inform Congress and the public, with confidence, of where we spend resources within the Department of Defense